

OFFIC 5010-104  
UNITED STATES GOVERNMENT

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# Memorandum

TO : Acting Director of Training

DATE: 30 November 1965

FROM : Chief, Intelligence School

SUBJECT: Weekly Activities Report No. 38  
23 - 29 November 1965

1. On 22 November I gave a brief welcoming talk at the opening of the Intelligence Orientation Course No. 80 and returned later in the morning to give the lecture on "The History of U.S. Intelligence."

25X6  
2. On the afternoon of 22 November I briefed the students of the Defense Intelligence School's Strategic Intelligence Course on "The Nature and Significance of Strategic Intelligence." The class of 63 people was composed of DIA civilians, officers from all four U.S. military services, and about [redacted] officers on liaison assignments with DIA. The 80-minute briefing was followed by a 20-minute question period. The response of the group indicated a lively interest in the Agency's intelligence collection and production responsibilities -- there wasn't a 25X1 single question on any phase of covert action. Before the briefing, I had lunch with [redacted] the course chief, and the senior [redacted] liaison officers.

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3. At ADTR's convenience, I would like to brief him on three situations: (1) the status of [redacted] (2) consideration of [redacted] application for a rotational assignment to OTR and (3) the status of rotational assignment of [redacted] and [redacted] to other Agency components.

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Attachment: Reports

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DOCUMENT NO. \_\_\_\_\_  
NO CHANGE IN CLASS. ☐  
☐ DECLASSIFIED  
CLASS. CHANGED TO: 1S S *02012*  
NEXT REVIEW DATE: \_\_\_\_\_  
AUTH: HR 70-2  
DATE: *2-1-8*

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

UNITED STATES GOVERNMENT

# Memorandum

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TO : Chief, Intelligence School

DATE: 29 Nov 1965

FROM : Chief, Intelligence Production Faculty

SUBJECT: Weekly Activities Report No. 38  
22 November - 26 November 1965

25X1 1. During the period 22-24 November, the IPC CT's studied problems of estimative intelligence. A full day (23 Nov) was spent in the customary visit to ONE, beginning with Mr. Kent's daily meeting with the Board of National Estimates and ONE staff chiefs. Following the staff meeting [redacted] Executive Officer ONE, talked to the CT's, explaining the operations and functions of ONE and indicating the Office's experience with CT's.

25X1 From 1100-1230 Mr. Kent talked to the class, and answered many questions on a variety of subjects ranging all the way from the 1962 missile crisis to South Vietnam. Mr. Kent was very frank with the CT's and his friendliness and enthusiasm made a great impression on the CT's and the instructor. Higher or better cooperation with OTR on the part of the DDI would be difficult to imagine!

25X1 25X1 After having about an hour to review a draft NIE on the [redacted] situation, the CT's were asked by [redacted] (BNE chairman for the estimate) to become active participants with the BNE and OCI representatives in BNE's initial review of the paper. Considering the short time which they had to review the NIE, the CT's responded very creditably; and several points which the CT's initially raised were referred by BNE members to the ONE staff for clarification.

25X1 2. On Friday [redacted] gave a lecture on Photographic Interpretation to the IOC students.

25X1 25X1 3. On Wednesday and Friday [redacted] visited the Office of Computer Services to be briefed on the type of work which OCS is doing in supporting research offices. One of the purposes of this visit was to determine whether we can work up some type of presentation for the [redacted] on the use of ADP. This is one of the techniques used in the intelligence business which we do not deal with in the [redacted]. Most of the OCS projects in support of analysts are one of two types: (a) Large volumes of data, such as NPIC requirements, Bloc aid to and trade with underdeveloped countries,

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a Chinese gazetteer, and Bloc missile locations, which may be manipulated in a variety of ways (totals may be obtained; [redacted] and then printed out in a variety of arrangements (alphabetically by place name, by geographic coordinated, by type of missile) depending on the need of analysts. (b) Relatively small volumes of data which require many mathematical manipulations to produce a desired result, such as the Soviet and Chinese Communist GNP. One of the surprising findings was that the input is performed by the analysts themselves, rather than by OCS. The only exceptions to this are two or three projects for which the inputs come in the form of magnetic tape from other intelligence agencies such as SAC, NSA, DIA, and FTD.

25X1

4. On Tuesday [redacted] visited the Division of Foreign Labor Conditions in the Department of Labor. This division has expertise and extensive files on labor conditions in foreign countries. One branch produces sections of the NIS. Details on the files and the expertise will be reported in the next edition of Volume III of our text which is under active revision.

5. The minutes of the 67th meeting of the USIB Committee on Documentation (CODIB) contain a report in paragraph 4 by the CODIB's PFIAB Working Group on Education. This working group was set up in response to the PFIAB recommendation that the Intelligence Community train more people in data handling techniques (we reported on this working group in the IPF weekly of several weeks ago). The working group's report discussed some preliminary thinking about the categories of personnel who should be trained, the type of training which should be given to each category, and who should give the training. Among the problems discussed was the designation of an executive agent within the Community, and in this discussion OTR and DOD's Computer Institute were mentioned. 25X1

[redacted] who has a copy of CODIB minutes, asked the OCR front office to be sure to send a copy of these minutes to OTR's Plans & Policy Staff. *Sent to ASTA.* 25X1

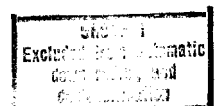
ILLEGIB

6. Five members of the IPF were briefed last week by [redacted] chief of the Analysis Division in DD/S&T Office of Research and Development, on the work which his division is doing or planning to do. This briefing was arranged because the interests of this division coincide in many ways with those of our own faculty, especially in its concern with storage and retrieval of information, the analytical process, and programmed instruction. At the end of the briefing [redacted] stated that he felt he should have a contact in OTR, and that perhaps there should be periodic meetings at which ORD tells what it is doing and OTR tells what its needs are which might be met by ORD. This would also seem to be an appropriate function for OTR's Plans and Policy Staff.

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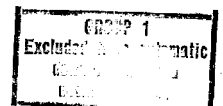
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Attached to this weekly is a description of this division's mission and function, within the framework of ORD's mission.



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## ANALYSIS DIVISION OF ORD, DD/S&T

The Office of Research & Development in the DD/S&T has the mission of developing equipment for the entire CIA, with the exception of man-carried collection equipment worked on by DD/P TSD. The emphasis in ORD is on development of equipment, rather than on methods. Ideas on what to develop will come from ORD's staff, through requests from other elements of the Agency, or through suggestions from industry and research laboratories outside CIA. A large part of the development is performed by external research contractors, monitored by ORD personnel. Once a piece of equipment has been developed and demonstrated it will be up to the operating, support, or research elements of the Agency to take it over and apply it in their work.

The type of equipment, or equipment application on which ORD is working covers the entire range of intelligence activities: collection requirements, collection gadgets, placing the gadgets, communication with gadgets, data reduction, research and analysis, and security. ORD's Analysis Division is working on the development of equipment, and of methods for using equipment, for the analysis and interpretation of intelligence data. A large part of this effort is directed toward computers, rather than other types of equipment. The computer focus is based in part on the belief that computers are getting cheaper and more compact so that it will be possible for many individual offices to have their own computers, despite the present trend toward consolidating work in a single large capacity computer.

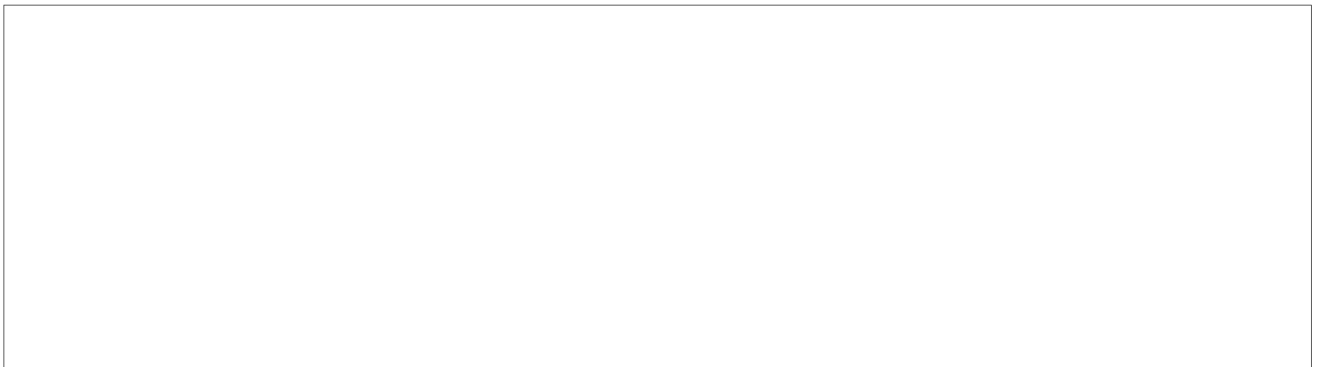
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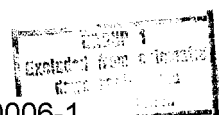
25X1

Analysis Division now has [ ] people and will have [ ] in FY 1967. Its proposed FY 1967 budget is [ ] for project work. This amount is expected to double in the next five years. Most of Analysis Division's branches are set up to study the individual forms in which intelligence data are received. For this division's purposes, intelligence data are divided into textual, graphic, speech, and wave form data.

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In its work on graphic forms Analysis Division is interested in photographs of landscapes and of people, and fingerprints. For aerial photography it is working on integrating different types of equipment which will permit new photography to be compared with earlier photography; to obtain output of previous PI reports; to make necessary measurements; and to obtain a computer opinion on the identification of a particular feature on the photograph; and computer generation of PI reports, including the writing and editing and final printout of the report.

The breakdown of Analysis Division into six branches shows the heavy emphasis on the first stage processing of these four data forms to produce more usable data. The six branches deal with the following subjects: (1) Man-Machine and Computer Processes; (2) Graphic, Visual, and Optical Processes; (3) Language, Text, and Documenting Processes; (4) Speech, Audio, and Wave-form Processes (5) Pattern Recognition, Adaptation, and Self-Organizing Processes; and (6) Operations and Systems Research.

Work on pattern recognition, adaptation, and self-organizing processes will be applicable to the other five types of work done in the division.

The work on operations and systems research will study the intelligence process and will deal particularly with the analyst's work. Work will be done on planning and prediction with computers, rapid methods of inputting selected text from a source into a computer file, computer programs for organizing analysts' files, and even computer programs for organizing the file into a report and editing the computer-generated report.

This division is also working on computer-run programmed instruction. The division chief feels that programmed instruction can be much more effective if it is computer-run instead of being used with present teaching machines. Computer-run programs can utilize more sophisticated teaching methods than can teaching machines.

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# Memorandum

TO : Chief, Intelligence School

DATE: 29 November 1965

FROM : Chief, Orientation and Briefing Faculty

SUBJECT: Weekly Activities Report No. 38  
22 - 26 November 1965

## 1. Intelligence Orientation

IOC #80 began its first week (a four-day one because of Thanksgiving) in Room 503 with 39 students enrolled.

The class was moved to 701--when it became available as of 26 November--as a result of frequent disruptions occasioned by failures of the sound system and noise in the always-busy Fifth Floor lobby. Another reason was the availability of safes to store classified student kits in 701--rather than transporting them to a vault on the Fifth Floor.

This class has an unusually high percentage of DDP students, mostly from RID.

## 2. Abbreviated Project USEFUL

On 26 November 1965, [ ] informed [ ] that the Headquarters Auditorium would be available for the Abbreviated Project USEFUL to be held on Tuesday, 8 February and Wednesday, 9 February 1966, for some 50 officers and civilians from DIA and the Joint Staff. This arrangement allows the OBF ten weeks to work out the many invitations, logistics and other preliminary arrangements necessary to putting on the two-day project for the visiting military personnel.

## 3. NPIC Course

We forwarded the complete schedule for our Special Orientation for NPIC to [ ] last week. We will be ready to begin the six half-day sessions on 6 December. [ ] latest estimate is that "nearly 40" students will attend this course.

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4. DDS&T Coverage in CT Orientation

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[ ] Chief/Actions Staff, DDS&T, met with [ ] and myself on 24 November to discuss the possibility of broadening our coverage of the DDS&T in the CT Orientation courses and, to some extent, in the IOC's. The meeting was held at his suggestion.

We mutually agreed that the present 3-lecture coverage is inadequate (1 hour on the DDS&T as a whole, 1 on OSI, 1 on OCS) particularly for the CT's, and that it would be both feasible and desirable to allot a bloc of approximately 9 hours in the CT Orientation, with separate lectures covering most of the offices in the DDS&T.

25X1

We are keeping in touch with [ ] on this matter prior to drafting a preliminary schedule for the January CT Orientation. Expanding DDS&T lectures will also entail expanding coverage in our review question list and in the final examination.

25X1

We agreed to settle the CT aspect of [ ] proposals first and postpone the IOC aspect until later, since our next IOC will not begin until late in February.

5. Project HELPFUL

25X1

[ ] reports the following highlights of this two-day DIA briefing he attended on 16-17 November.

a. Lt. Gen. Joseph F. Carroll, Director, DIA, read an excellent paper on "intelligence as the handmaiden of a fully rational strategy" and the demands being made on intelligence as a result of the three-fold facts of conventional war, nuclear war, and counter-insurgency.

b. Col. Charles F. Gillis, Chief, Indications Support and Intelligence Center (ISIC), speaking on ISIC, gave, in my opinion the best presentation. He obviously jarred many people by his observations on the "National Indications Center" which he said is truly not "national" since Department of State, for budgetary reasons, has withdrawn from it.

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c. Rear Admiral Allan L. Reed, Chief of Staff, DIA, said that the new building will be completed in 4 years, and will be built on the present Arlington Hall site. He said that DIA has all the functions it wants, and seems to have reached maturity as an organization. Brig. Gen. Richard W. Whitney, who ably carried the brunt of the briefings, smilingly observed that if General Carroll were to leave tomorrow, everyone in DIA would take from his back pocket his plan for re-organization of DIA!

6. Air War College Speakers

25X1 As a follow up of my visit to the Air War College,  
I discussed with [ ] the feasibility of Dr. Wheelon  
25X1 and several of his senior officials putting on a two-  
day segment on Soviet and Chicom S&T Developments at  
the A.W.C. in April 1966. [ ] thinks the DDS&T people  
would be quite interested, and will let me know  
25X1 definitely this week.

7. Instructor Training [ ]

25X1 [ ] will serve as Chief Instructor for the  
25X1 Instructor Training Course to be given [ ] for  
25X1 nine Commo Instructors 14-17 December. Although we  
are relying heavily on materials worked up by Messrs.  
25X1 [ ] is developing many  
original ideas of his own. [ ]  
will assist in the program.

8. Special Briefings

25X1 a. On 23 November at the Defense Intelligence School,  
25X1 Anacostia, [ ] briefed 63 officers  
and civilian students attending the DIS Strategic  
Intelligence Course. [ ] discussed the Agency's  
25X1 role, primarily in the person of the DCI, at the NSC  
and USIB levels. [ ] described the Agency's  
25X1 mission and functions and explained the duties of the  
major components within the Agency. [ ] also  
directed the question period following the two briefings.

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25X1                    b. On 26 November at the AID training building,  
                         [redacted] briefed some 40 AID personnel bound for over-  
                         seas assignments on the mission and functions of the  
                         Agency at the NSC and USIB levels, as well as within  
                         the Agency itself.

25X1                    c. [redacted] presented the CIA Introduction  
                         to 30 new employees on 22 November at Headquarters.

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UNITED STATES GOVERNMENT

## Memorandum

TO : Chief/Intelligence School

DATE: 29 November 1965

FROM : Chief/Management Training Faculty

SUBJECT: Weekly Activities Report No. 38  
22 - 26 November 1965

### IDEAS AND AUTHORS

25X1

[ ] attended a discussion by Dr. Chris Argyris at the Civil Service Commission on his latest book called Organization and Innovation. Dr. Argyris is one of the best known figures in the behavioral sciences field and also widely respected as an author and management consultant. This was a particularly interesting discussion and several items of special interest came out, among them the fact that Dr. Argyris is now consulting with the Department of State. Other items of interest are being discussed in a separate report being prepared by [ ]

25X1

### MANAGEMENT NO. 93

25X1

ⓑ We have forty-three persons enrolled in Management No. 93 scheduled for the week of 6 December [ ] This will be the largest class we have ever had; however, we anticipate no great difficulty in handling this number. This is a far cry from several years ago when we had to beat the bushes for students.

### MOVE TO MAGAZINE BUILDING

The design of the MTF space in the new building has been finished and should provide us with excellent facilities which will, at the same time, be useful to other instructors as well.

ⓑ Inasmuch as we have been informed that we have only two parking spaces in this building and that no public parking or street parking will be available, we are quite concerned about what our students will do. It will probably be necessary to run

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25X1 a bus back and forth from some other point, and we have asked [ ] to check into this situation. The lack of parking for students will undoubtedly make some changes necessary in our pattern of instruction.

BRIEFING OF DDP/TRO

25X1 On 16 November [ ]  
25X1 for several hours on management training in all its aspects. [ ] showed great interest and asked for some statistics and other material. We found his interest very gratifying.

25X1



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UNITED STATES GOVERNMENT

# Memorandum

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TO : Chief, Intelligence School

DATE: 26 November 1965

FROM : Chief, Clerical Training

SUBJECT: Weekly Activities Report, No. 38  
22 - 26 November 1965

1. Number in Clerical Induction Training: During the week of 15 - 19 November 1965, there were 49 trainees in Clerical Induction Training; of these 20 entered classes for the first time.

2. Number in Clerical Orientation Training: During the week of 15 - 19 November 1965, there were 14 trainees in Clerical Orientation Training.

3. Results of Official Agency Testing Administered in Clerical Induction: Results of the tests administered to the entrance-on-duty employees for the week of 15 - 19 November 1965 were as follows:

	<u>Tested</u>	<u>Passed</u>
Typewriting	12	4
Shorthand	5	0

4. Results of Official Agency Testing Administered to Applicants: The results of the tests administered to the clerical applicants for the week of 15 - 19 November 1965 were as follows:

	<u>Tested</u>	<u>Passed</u>
SET	22	
Typewriting	13	3
Shorthand	2	0
Card Punch Operator		
Aptitude Test	0	

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification



Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

Weekly Activities Report, No. 38  
22 - 26 November 1965

5. Personnel Notes:

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(1) [ ] who entered on duty as a Clerical Training instructor in July 1965, is beginning a planned program of attending the Clerical Orientation lectures. In this way we hope to be able to have [ ] complete the entire program over a period of a few weeks.

25X1

25X1

(2) [ ] an instructor on the Clerical Orientation Training program, became the bride of [ ] on Saturday, November 20, 1965.

25X1

25X1

